



Thomas S. Lyle **Senior Consultant**

With over 17 years of utility experience, Mr. Lyle is responsible for conducting financial and economic analysis, and public policy support services to clients. Prior to joining Optimal Energy, Mr. Lyle presided over adjudicatory proceedings as a Hearing Officer for the Vermont Public Service Board ("VPSB"), and was responsible for writing Board Orders in accordance with State law. During Mr. Lyle's tenure at the VPSB, he was primarily engaged in efforts to diplomatically resolve disputes over public policy issues related to utility revenue requirements, rate design, transmission siting, alternative resource configurations, Gas and Electric DSM programs and Performance-Based Regulation. As a Senior Consultant, he is also responsible for managing complex projects for the purpose of developing appropriate business solutions based on comprehensive economic analyses of energy efficiency potential studies and renewable energy projects.

Professional Experience

Optimal Energy, Incorporated

Bristol, VT

Senior Consultant, Jan. 2008-present

- Program Manager for Renewable energy initiatives. Responsibilities include developing program objectives, goals and budgets.
- Conduct state energy and regulatory policy reviews pertaining to Energy Efficiency Portfolio Standards, and determine appropriate responses in consultation with clients to ensure compliance.
- Assess the effectiveness of Efficiency program administration models in the United States and Canada—Best Practice reviews.
- In consultation with clients, develop Energy and Demand Savings goals for Contractors to achieve and design appropriate financial performance incentives.
- Develop Scopes of Work for Efficiency Program and Renewable Contractors to perform.
- Develop and Design Workflows for program administration and data capture.
- Perform analysis of viable non-transmission alternatives to ensure electric grid reliability and stability.
- Written several reports, Client memoranda, and testimony before U.S. Public Utility Commissions.

Hearing Officer/Utility Analyst

Vermont Public Service Board, Feb. 2003–Dec. 2007

Responsible for evaluating the public policy impact of utility and stakeholder petitions filed with the Board, and determining whether such petitions were consistent with the general good of the state of Vermont. Charged with the responsibility of advancing and protecting the State's interests at FERC and US Department of Energy. Determined the appropriate revenue requirements of utilities by balancing the competing interests of utility shareholders and consumers. Conducted analysis of alternative regulation policies, energy efficiency programs and the adequacy of the state's energy resources.

Other duties include:

- Project/Case Management and Leadership
- Conducting and managing Technical Hearings, and writing Board Orders
- Developing procedural (project) schedules, and milestones.
- Benefit/cost analysis of projects, and developing economic and financial projections.
- Preparing Balance sheet, Income and cash flow statements.
- Conducting Annual Operating and Project-Specific Cost variance analysis.
- Reviewing capital budgets and projected net present value rates of return.
- Ensure compliance with administrative rules and State Law.

International Telecommunications Consultant

Independent Consultant May 2001- Jan. 2003

Provided technical assistance to U.S. Public Utility Commissions and government officials of several Southern African Countries. Other Tasks included:

- Business development and forming support networks
- Conducting workshops on regulatory methods and procedures, financial and economic analysis techniques
- Project/Program Design and Management
- Composing Contract Proposals and Estimating project costs/timetables
- Capacity-building and Leadership/management training, empowering clients
- Reviewing federal, state and international policies, and writing testimony

Government Affairs Manager

Vitts Networks, Inc., 1999-April 2001

Hands-on manager responsible for advancing and protecting the business interests of a small Telecommunications Start-up Company at all Government, Industry and Community levels. Assisted executive management to obtain venture capital and expand operations in 14 states. Other specific responsibilities included:

- Corporate and Industry advocacy
- Building coalitions and support networks
- Advise senior executives on Financial, Economic and Regulatory issues, and growing small start-up business
- Prepare and Present speeches and testimony
- Community Affairs and outreach
- Develop and Manage specific mission-critical projects (i.e. secure regulatory approvals, prepare reports for Venture Capital funding and resolve operational and billing disputes with largest vendor - Verizon)

Utility Analyst

Public Utility Commission (NH), 1993-1999

As a Staff and Consumer Advocate, I presented expert testimony on:

- Utility Revenue requirements
- Risk adjusted cost of capital
- Cost allocations and rate design

Other specific responsibilities included:

- Stakeholder outreach and collaboration
- Policy development and implementation

Commercial Loan Officer

First NH Banks (Citizens), 1990–1993

- Business Development and Portfolio Management
- Management consulting and capacity building

Education

Masters in Business Administration, Finance
Bachelor of Arts

So. University of New Hampshire
Univ. of New Hampshire

Professional, Technical, and Leadership Experience

ACEEE, Monterey, California Summer Conference 2008

Institute of Public Utilities, Michigan State University

Telecommunications Engineering, Washington, D.C.

Member of NH Governor's Telecommunications Planning and Development Advisory Committee

Expertise in MS Word, WordPerfect, Excel, PowerPoint and Front Page